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9609/34

May/June 2021

3 hours

You will need: Insert (enclosed)

- Section A: answer **all** questions.
- Section B: answer **one** question.
- Use a black or dark blue pen.
- Write your name, centre number and candidate number in the boxes at the top of the page.
- Write your answer to each question in the space provided.
- Do **not** use an erasable pen or correction fluid.
- Do **not** write on any bar codes.
- You may use an HB pencil for any diagrams, graphs or rough working.

- The total mark for this paper is 100.
- The number of marks for each question or part question is shown in brackets [].
- The insert contains the case study.

This document has **20** pages. Any blank pages are indicated.

1 Analyse how TT might be affected by an increase in interest rates in the Eurozone.

This image shows a full page of white paper with horizontal dashed lines, typical of primary-ruled notebook paper. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

- 2 (a) Refer to Appendix 1 and lines 35–37. Calculate the impact on TT's profit if the special order from the US toy retailer is accepted.

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..... [6]

- (b)** Refer to your answer to part **(a)** and other information from the case. Advise TT whether to accept the special order from the US toy retailer.

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- 3** Refer to Appendix 3 and other information from the case. Discuss whether TT's directors made the right decision in choosing candidate Y as the new Marketing manager.

[illegible]

4 (a) Refer to Appendix 2. Calculate, for the purchase of the CAM equipment:

(i) the payback period

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..... [2]

(ii) the accounting rate of return (ARR)

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..... [4]

- (b)** Refer to your answers to part **(a)** and other information from the case. Recommend whether TT should purchase the CAM equipment or outsource toy train production. Justify your recommendation.

[illegible]

5 Discuss whether TT should introduce Total Quality Management (TQM).

[illegible]

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